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25 April 1986

MEMORANDUM FOR: Director, DCI/DDCI Executive Staff
FROM: Director of Central Intelligence
SUBJECT: Material Needed for Upcoming Events

Looking ahead, here are some things which need to be followed and pulled together:

-- Material for talk to Kissinger/Georgetown group on Soviet relationship and their situation. See my note of this week to Fritz Ermarth. I think I'd like a quick evaluation of their outlook and purposes as indicated by the highlights and new developments in strategic forces; their new aggressive stance in the Pacific, as cited by CINCPAC at our luncheon; [redacted] their economic situation; the Ogorkov doctrine on conventional force; their holding back on arms talk progress as outlined in Presidential statement drafted on interim restraint.

-- Take a look at the tasking and idea notes I sent out this week and the system Jay has for keeping track of them. That needs greater activation. I remarked to Bob Gates yesterday that I am impressed and concerned by the number of good things that go on in our outfit that slumber away until, too frequently by accident, they come to the top. [redacted]

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25X1 It wasn't until an old friend who had set up black propaganda programs against
25X1 Hitler got in touch with me on the value of something similar [redacted]
25X1 [redacted] desk chief and appreciated the potential of what
they have been doing. Also, my note on [redacted] China initiative
raises the question of how actively the Third World project Bob Gates and
I launched some two months back is being implemented. Jay's system is too
much mechanical. When I came to the SEC, I didn't like waiting for things
being cooked down in the bureaucracy to come up to the Commission, all the
options sifted and selected for the Commission to vote on. I got three bright,
young lawyers, somewhat seasoned, to follow the progress and help me input
ideas and contribute to the shaping of the recommended decisions and initiatives
as they were being developed. It speeded things up and proved a galvanizing
force on the organization. We need more of that here. It would improve the
perspective of the troops on what's improvement, their sense of the value of
their work and the relevance of their work to policymakers' needs.

-- Take a look at the draft that came up for my recent talks to
AIPAC, the American Society of Newspaper Editors, the Fordham Roundtable,
the National Defense University, and the AFIO draft for next week in Naples,
Florida. Then look at what I had to do to them, costing me half a day at the
end of the process. We should find a better way to do this. A good part of
the problem is my failure to lay out and define what I think fits the occasion,
but much of it is a failure to tap our organizational resource knowledgeably.

25X1 [redacted]

25X1 You should read Gates, [redacted] and [redacted] papers on Third World project
which Jay can provide.

William J. Casey